

NIO # 1343-76

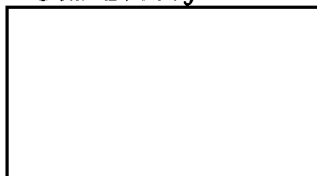
17 August 1976

MEMORANDUM FOR THE RECORD

SUBJECT: NIO Meeting With Hal Ford and Anne Karalekas, 6 August 1976

1. Those attending for the NI Staff were:

Dick Lehman  
Jim Lilley



2. Ford opened the meeting with a briefing on the organization of the Senate Select Committee on Intelligence and, more specifically, on what the Collection, Production, and Quality Subcommittee will be doing. For finished intelligence, generally, Ford said they would be looking at such areas as producer-consumer relations, priorities in the sense of how you keep a priority matter priority, the extent to which collection is driven by collection capabilities, and the scope and variety of services offered.

3. On the estimative process, Ford said they would be examining:

- o Are estimates necessary.
- o Current practices.
- o Alternative art forms.
- o Patterns of dialogue within the Community and with consumers.
- o Feedback from consumers.



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- o The use of estimates by the Defense Department.
- o How estimates condition consumers' thought processes.

The staff's paper on estimates will be part of a larger paper due by the end of the year. Because of the short deadline, this first paper will attempt only to provide an overview of the Community and what it produces, rather than getting very deeply into the question of quality and how it might be improved.

STAT 4. The NIOs briefed Ford and Karalekas on how the estimative process has changed [REDACTED] Essentially, staff members were told that fewer estimates are produced; those that are produced are of two distinct types:

- o Focused and timely estimates that respond to specific requirements.
- o Structured estimates, such as the military ones, that provide an Intelligence Community with a base of agreement and disagreement and serve as reference works.

Policymakers learn of new developments through current intelligence publications and get the meaning of these developments scrubbed down for them -- in the estimative sense -- through briefings to such groups as the Verification Panel Working Group. The NIOs' new function as a surveyor of collection capabilities and activities was also mentioned.

5. The discussion of current estimative practices led to comparisons between those now in use and those employed in the past. The point was made that, as each administration has had its own way of doing business, so the Intelligence Community has changed the ways it had delivered the goods. Ultimately, this mechanism has responded primarily to the likes and dislikes of a few key people in each administration. In the last eight years, that key person has been Henry Kissinger. So, too, with each administration has practice varied on the use of outside advisors to the President; there has been less of this, perhaps, in the last two years.

6. In an attempt to give Ford and Karalekas an insight as to how estimates may contribute to policymaking, [REDACTED] reviewed the production he had managed over the last year on southern Africa.

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Approved For Release 2004/12/21 : CIA-RDP91M00696R000200080029-6

Next 1 Page(s) In Document Exempt

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